MFR

4-13-88

DATE:

SUBJ: INFO AND ACTION MEMO, REF S___ S___ (U)

TO: DT

1. PROBLEMS: SOME PROBLEMS WITH S___ S___ PRACTICES AND PROCEDURES HAVE BEEN IDENTIFIED (ENC 1).

2. ACTIONS NEEDED: MANY ACTIONS ARE NEEDED TO REMEDY ABOVE PROBLEMS, AND TO ACHIEVE OVERALL PROJECT OBJECTIVES OF PRESENTING A CASE FOR OPERATIONAL RV TO THE NFIB (ENC 2).

3. RECOMMENDATIONS:

☐ DETAIL FULL TIME TO :

- o NEED FOR THIS ACTION IS INDEPENDENT OF THE L/C POSITION BEING FILLED OR NOT.
- o DETAIL WILL NOT INTERFERE WITH DUTIES OF EXISTING PERSONNEL OTHER THAN THRU DATA SUPPORT OR ADMIN REQUIREMENTS.
- o AN SRI STAFFER (STATISTICIAN), OR POSSIBLY , MAY BE REQUIRED FOR OCCASIONAL ASSISTANCE.

☐ IMPLIMENT IMMEDIATELY:

- o DURATION: AT LEAST THRU COMPLETION OF NFIB REPT (9-12 MO.)
- o R. WILL ASSUME DUTIES AS ACTING CHIEF, DT-ACO (WEEKLY CONTACT WILL BE MAINTAINED, ASSISTANCE PROVIDED AS NEEDED)

SG1J

[redacted] DT-ACO.

SOME PROBLEM AREAS:

1. THERE IS/HAS BEEN SOME CUEING:
   - LACK OF CONSISTENT DOUBLE BLIND PROCEDURES FOR UTILITY ASSESSMENTS.
   - PROGRESSIVE FEEDBACK, ESPECIALLY WHEN MANY SESSIONS CONDUCTED, LEADS TO "CONVERGENCE" TO TARGET.
   - UP FRONT BIASES ON GENERAL NATURE OF TARGET TYPE HELPS IN NARROWING DOWN OPTIONS (IO; S/T FLAVOR OF PAK).
   - MONITOR EXPECTATIONS COULD SKEW QUESTIONING.
   - (HOW TO SEPARATE MONITOR FOCUSING FROM CUEING?)
   -

2. NOT ENOUGH UTILITY ASSESSMENT PROJECTS HAVE BEEN CONDUCTED:
   - INCREASE SIZE, DIVERSITY
   - DO MORE UTILITY ASSESSMENTS FOR NEW METHODOLOGIES (AS ~~RE~~ CALIBRATION OF METHOD..).
   - DIFFICULT TO ACCOMPLISH MEANINGFUL OVERALL ASSESSMENTS UNLESS SIZE INCREASED.

3. ROUTINE PROCEDURES MAY NEED IMPROVING (EG; FILE ACCESS CONTROL, MONITOR SESSIONS)

4. PERSONNEL ISSUES:
   - INITIALLY, LITTLE OR NO CONCERN REGARDING PROPER PROCEDURES.
   - STAFF LIMITED ON S/T INTEREST (REGARDING TASKS)
   - NEED TO SCREEN BETTER. (Some bad [illegible]!)
   - MOTIVATION (for some) on JOINING S.S.?

5. FUNDAMENTAL ISSUES:

- TARGETING: WHAT IS BEING ACCESSED? ("RV"; TEL/CV; future feedback)
- Role of feedback PACKAGE, post knowledgeability, other.
- How best to "ACCESS" TARGET: what underlie CRV/ECRV?
- Relative MERITS of ERV, ECRV, WRV, other (ie, beacon-witt-unwitt;)
- IS IT ~~THE~~ TRAINING PROCEDURE, OR THE PRACTICE?
- there appear to be "fundamental limits" to some aspects: what does this mean relative to potential applications.

ACTIONS NEEDED

1. REVISE UTILITY ASSESSMENT PROJECTS AND PROCEDURES.
2. IMPROVE OPERATIONAL PROJECT RECORDS, PROCEDURES.
3. REEVALUATE ALL PROJECTS AND UPDATE OR COMPLETE ALL EVALUATIONS. DEVELOP "IN DEPTH" FOR SOME.
4. EXAMINE DATA BASE FOR TRENDS, PATTERNS.
5. IMPLEMENT DATA BASE ANALYSIS PROCEDURES FOR ALL PROJECTS.
6. REEVALUATE ALL PROJECTS TO LOOK FOR POTENTIAL BIASING.
7. REEVALUATE TRAINING METHODS & IMPLEMENT ADVANCED TRAINING PROJECTS.
8. BEGIN FORMULATION OF WHAT IS NECESSARY FOR THE NFIB PROGRAM PACKAGE (~9 MONTHS), & INITIATE SOME ASPECTS.
9. UPDATE AND/OR COMPLETE ALL PROJECT DOCUMENTATION
10. REVIEW "OLD" CL DATA BASE (SUMMARIZE, ASSESS)
11. REENERGIZE "IC TASK REVIEW GROUP", + "OVERSIGHT PANEL".
12. IMPLEMENT RANDOM MONITORING/RECORDING OF ALL SESSIONS.
13. VARIOUS ADMIN ISSUES.

1c

14. PROVIDE IMPROVED LIASON WITH R/D SECTOR & INTERFACE WHERE APPROPRIATE, WITH S.S.

15 BUILD ROUTINE LIASON WITH CI [illegible]

16. DEFINE INT. "NEEDS" THAT RV COULD ADDRESS, & QUANTIFY.

ACTIONS NEEDED -- [illegible] DETAILS

1. REVISE UTILITY ASSESSMENT PROJECTS & PROCEDURES:
   - 50-100 PROJECTS
   - VARIOUS CONDITIONS, OBJECTIVES
   - REVISE DATA SUMMARY, PROVIDE INTERPRETATIONS,
2. IMPROVE OPERATIONAL PROJECT RECORDS, PROCEDURES
   - ALL PERTINENT DATA, SUMMARY MOD (GEN, SPECIFIC, QUAL/ROCFIT)
   - Provide IMPROVED "INTERPRETATIONS" FOR SUMMARY DATA.
3. REEVALUATE, COMPLETE ALL EVALS..
   - DT, OTHERS (DA...)
   - DEVELOP "IN-DEPTH" EVALUATIONS, USING SEVERAL PROCEDURES FOR A REPRESENTATIVE NO. OF CASES (ie. 4x334 SET, LINE-LINE COMPARISON, .. FORM-CONTENT, CONCEPT ANALYSIS..).
4. TRENDS, PATTERNS
   - WHAT WORKS, WHAT DOESN'T
   - SENSITIVITY TO VIEWER TYPES, PREFERENCES, BACKGROUND.
5. DATA BASE ANALYSIS
   - ON GOING CHARTS, TABLES, ALL CATAGORIES
6. REEVALUATE TO LOOK FOR POTENTIAL BIASING
   - TYPE, DEGREE OF FEEDBACK fn of SESSION NO.
   - "INITIAL MONITOR KNOWLEDGE & PROGRESSIVE KNOWLEDGE"
7. REEVALUATE TRAINING METHODS
   - METHOD VS PRACTICE; ROLE OF GOAL, MOTIVATION...?

&

8. BEGIN FORMULATION OF NFIB PACKAGE
   - TRENDS, PATTERNS, WHAT CAN DO, WHAT CAN'T DO...
   - WHAT IS "[illegible]" [illegible]
   - BEGIN "DATA ORIENTED" BRIEFING

9. UPDATE AND/OR COMPLETE ALL PROJECT DOCUMENTATION:
   - SECURITY GUIDELINES, PROCEDURES
   - SESSION PROTOCOL (DEFINE ALL STEPS, CONTROLS .....)
   - EXPAND TRAINING MANUAL
   - DEFINE VARIOUS EVALUATION METHODOLOGIES
   - REFORMAT DATA SHEETS, DATA REPORTING FORMAT (INCLUDE GENERAL, SPECIFICS, QUALIFIERS ...)
   - EXPAND "INCLEMENCIES" (LOST OF MOTIV, OTHER FACTORS...)

10. REVIEW OLD CL DATA BASE:
    - RETAIN SUMMARY
    - KEEP FILES WHERE OPS PROJECT IS LISTED IN REPORTS
    - PROVIDE OVERVIEW, LESSONS LEARNED, ETC.

11. REVIEW GROUPS (IC TASK GROUP, EX OVERSIGHT PANEL) -- REACTIVATE
    - ESPECIALLY FOR EVENTUAL NFIB PACKAGE ...
    - SET UP ADDITIONAL TECH PROTOCOL REVIEW (FIELDS? ...)

12. MONITORING (RANDOM SAMPLE FOR ALL)

13. ADMIN ISSUES.
    - ROLES .. CLEARLY DEFINE.
    - SCHED & CONDUCT MONTHLY "DETAILED" REVIEWS
    - REEXAMINE ALL FILES (FILTER OUT NON-RELEVANT ISSUES)
    - CLARIFY FILE SECURITY; IMPLEMENT NEW PROCEDURES IF REQUIRED
    - DEVELOP FOLLOW-ON PROCEDURES FOR PREVIOUS STAFF MEMBERS
    - MISC PERS ISSUES (BE ALERT TO POT. DIFFICULTIES, POT. EFFECT OF METHODOLOGY, TARGET TYPES ... ON VIEWERS..)
    - IMPROVE FILES / RECORDS

    - Who has access to facilities (i.e. ASMT, OPS ADV TM, other who scheduled
    - INSURE APPROPRIATE + LIMITED No. of SESSIONS

R/D INTERFACE

- INCORPORATE APPLICABLE RESULTS FROM SRI WORK, OR FROM FINDINGS IN OTHER LABS
- SET UP "MUTUAL EXCHANGE", EVEN JOINT EXP., WITH SRI
- COOPERATE WITH "DEMO TYPE" PROJECTS OF INTEREST TO DARPA...
- PREPARE SUMMARIES, ETC OF RESEARCH, FOR SS FILES.
- SET UP FREQUENT MTGS WITH RESEARCHERS WHEN APPROPRIATE (IO, SRI STAFF ..)
- MONITOR IMIC (IO-COTR)

REVISE UTILITY ASSESSMENT PROJECTS AND PROCEDURES.

1. PROJECTS:
   - SET UP ~100 TARGETS/PROJECTS (inc. several groups { on TR / exploratory / predictive)
   - DEFINE WHO DOES, HOW ~~SEL~~ECTED ?
   - DEVELOP TO BE "HOMOGENEOUS"
     - Even mix of S/T, TACT/OPS, NOT TEC, PEOPLE, OTHER objects (search PLACES)
   - who, how to EVALUATE, SUMMARIZE
   - HOW CONTROLLED? (1/2 in DT-S, 1/2 in DT ?, done at SRI ?)
   - HOW SELECTED? (RANDOM, TO ELIM BIASES)
   - DEFINE TARGETING METHODS, INSTRUCTIONS, WHAT IS KNOWN, BY whom & when..
   - EXAMINE FOR VARYING TARGETING PROCEDURES, METHODOLOGIES....
     - ERV, ARV ... beacon(?)...

2. CONTROLS/CONDITIONS:
   - SET LIMITS TO SESSION NO'S..
     , RECORD DATA for session; order of feedback (coding).
   - VARY DATA CONDITIONS for INITIATION:
     (CLASS A) DOUBLE BLIND (for some, INITIALLY), (CLASS B, C VARYING DEGREES)
     - TRANSITION TO "OPS CONDITIONS" (CODING...)
   - RECORD ALL SIGNIFICANT BACKGROUND DATA (INCLEMENCIES, DISTRACTIONS weather!
   - DEFINE WHAT IS desired (the int. QUESTION, gen or specific)
   - Define what is important (gen, specific); internal, external, analysis/TR..
   - VARY LOCATION OF feedback package
   - Show how these relate on transition to ops, vat/on TR in comp with ops .. etc..

3. ASSESSMENTS
   - LOOK ~~for~~ trends variables (to help in assessing people, their potential... ops, acceptance or not... viewer inclinations, MOTIVATION...)
   - SIGNIFICANT INPUT for NFIP report; predicting UTILITY for potential ops projects....